A plan to reconnect youth to their families, schools, communities, and their futures

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

*Parks, Recreation and
Neighborhood Services*

Reclaiming Our Youth

**Mayor's Gang Prevention Task Force
Strategic Work Plan
2005–2007**

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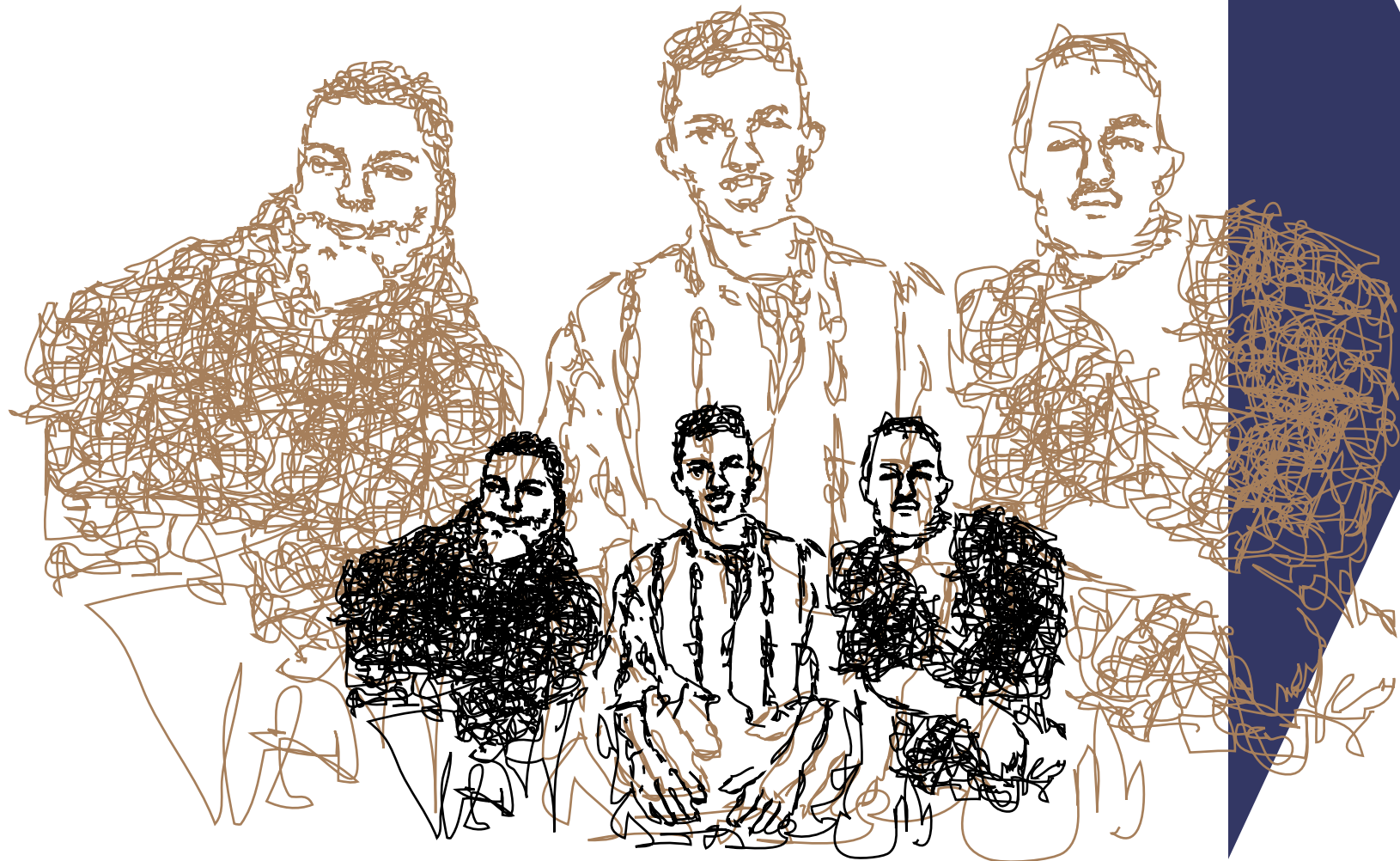St. Maria Goretti - People Acting in
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Foreword

A Call to Action

Reclaiming our Youth - The Mayor's Gang Prevention Task Force (MGPTF) 2005-2007 Strategic Work Plan, is a collaborative effort involving private citizens, city, county, state, local community-based organizations, youth commissioners, schools, parents, faith community, and local law enforcement. During many hours of meetings and work sessions, there were many candid and impassioned conversations about the best approaches to rescue youth from gang involvement and criminal activity. The most enduring memory of those sessions was the genuine commitment to do what is best for San José's youth by so many diverse members of the community. With the leadership and support of Mayor Ron Gonzales, these many contributors united behind a plan to positively intervene in the lives of its youth – to "reclaim" them from anti-social pulls that have disconnected them from their families, schools, communities, and their futures. This plan for the future combines the latest research on successful approaches to healthy youth development with a new strategy to provide more intervention services to gang-involved and disconnected youth. By committing to reclaiming San José's youth, the community commits to get them back into schools, reconnect them with their families and communities, provide them with a supportive and healthy environment to learn and grow, and redirect them toward more pro-social behaviors. Ultimately we envision youth who maintain a sense of responsibility for their actions and accountability to themselves and others.

We believe this work plan represents a clarion call to action for all community stakeholders who share this commitment to ensuring the health and well being of the youth of San José. We invite you to join us as we implement this plan to "reclaim" San José's youth.

Introduction

"The circle is a sacred symbol of life... Individual parts within the circle connect with every other, and what happens to one, or what one part does, affects all within the circle."
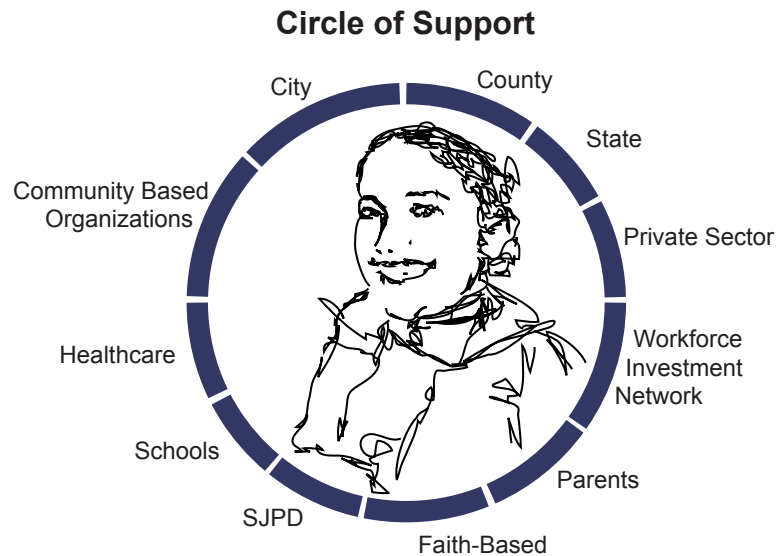- Virginia Driving Hawk Sneve

For the fourth consecutive year, the Kansas-based research and publishing company Morgan Quitno anointed San José, California the "safest big city in America."[1] In his press release following the announcement, San José Mayor Ron Gonzales notes:

"Keeping our residents and neighborhoods safe is the result of our continuing investments in an excellent, well-trained and well-equipped police force, a strong commitment to crime prevention, and an effective partnership with all the people in our community to focus on solutions that protect public safety." – Mayor Ron Gonzales, City of San José (11.22.04)

The City of San José attributes much of its success in remaining the "safest big city in America" to the work of the Mayor's Gang Prevention Task Force (MGPTF). The MGPTF, one of San José's leading grass-roots initiatives, addresses issues of gang violence, and provides support to gang-involved youth and their families. The MGPTF model brings together the appropriate individuals and organizations to discuss community safety issues. The MGPTF model reinforces the notion that collaborative efforts, spanning a broad spectrum of community partners, ensure a large number of stakeholders accept responsibility and accountability for the safety, health, and welfare of its youth, families, and communities.

Under the auspices and leadership of Mayor Ron Gonzales, the City of San José, the MGPTF, and its partners have renewed their commitment to ensuring the overall safety and health of all the city's youth, as well as keeping San José the "safest big city in America." Reclaiming our Youth - The Mayor's Gang Prevention Task Force (MGPTF) 2005-2007 Strategic Work Plan reflects this commitment.

Circle of Support

City
County
State
Community Based Organizations
Private Sector
Healthcare
Workforce Investment Network
Schools
SJPD
Parents
Faith-Based

Background

In the mid-1980s, several San José neighborhoods were overrun by rampant drug use, gang violence, and other criminal activity. At the same time, PACT (People Acting in Community Together), along with hundreds of community members, went before the City Council and the Mayor to ask for help in ridding their neighborhoods of crime and drugs. Although the San José Police Department responded well to individual calls for assistance, city leaders soon learned response efforts needed to attack these problems in a more coordinated and comprehensive manner - efforts comprised of a continuum of services including prevention, intervention, suppression, and rehabilitation.

In responding to the request of its citizens and community members, the City of San José initiated Project Crackdown. For the first time in the city's history, several city departments combined their efforts to improve the safety of its communities. These departments included Parks, Recreation, and Neighborhood Services (PRNS), San José Police, and the Code Enforcement Division. Additionally, schools, community and neighborhood groups, other law enforcement agencies, and the County of Santa Clara Probation Department formed new collaborative partnerships, to institute a bold and massive campaign aimed at eradicating drugs and violence at their sources, in some of the most crime-ridden neighborhoods in the city.

The MGPTF was created by Mayor Susan Hammer, and has received continued support from Mayor Ron Gonzales' administration and the San José City Council. It was the main catalyst for engaging a wide cross-section of community partners in an effort to reduce gang violence throughout San José. During the past 13 years, the City of San José's B.E.S.T. (Bringing Everyone's Strengths Together) program, which is the city's funding mechanism coordinated by the MGPTF, has expended $24 million in City funds, and $24 million in agency matching funds, to deliver 8.7 million hours of direct services to the community.[2] The MGPTF effort operates on multiple levels, delivering a variety of services to suppress, prevent, and intervene in incidents of gang violence and activity.

The MGPTF is comprised of city, county, state, community-based organizations, San José Police Department, faith community, schools, and other community stakeholders. It has become a forum for true collaboration and capacity building, enabling agencies to work together to develop one another's ability to best serve the target population.

The MGPTF target population is: youth ages 12-21 exhibiting high-risk behaviors; youth committing intentional acts of violence; youth exhibiting high-risk behaviors related to gang lifestyles; youth identified as gang members and/or arrested for gang-related incidents or acts of gang violence; and families (including parents and children) and friends of youth involved with the gang lifestyle or incarcerated for gang-related crimes.

Over the past 15 years, in an attempt to respond to the outcry from the community, a series of community safety programs has evolved under the direction of the City of San José and the MGPTF. These community safety initiatives include Weed and Seed, Neighborhood Development Center (NDC), Project Blossom, Project Crackdown, and the Safe School Campus Initiative.
The City of San José Parks, Recreation, and Neighborhood Services Department also began operating citywide programs such as The Right Connection, Clean Slate, Anti-Graffiti, and Turn-It-Around. The MGPTF recommended and helped institute long-term structural changes that are now in place. For example, the MGPTF created a school-based emergency response protocol through the Safe School Campus Initiative, which allows city staff and the San José Police Department to directly interface with other front-line community members.

Challenges and Emerging Trends

"The Department of Justice reports that 'if the 2001 rates of incarceration were to continue indefinitely' a white male in the United States would have a 1 in 17 chance of going to state or federal prison during his lifetime, a Hispanic male would have a 1 in 6 chance and a black male would have a 1 in 3 chance of going to prison.[3] However one looks at it - the more than 16,000 homicides a year, the millions of young men and women who will be imprisoned, or the shattered lives of the survivors of crime - crime and violence continue to challenge the very soul of America."[4]
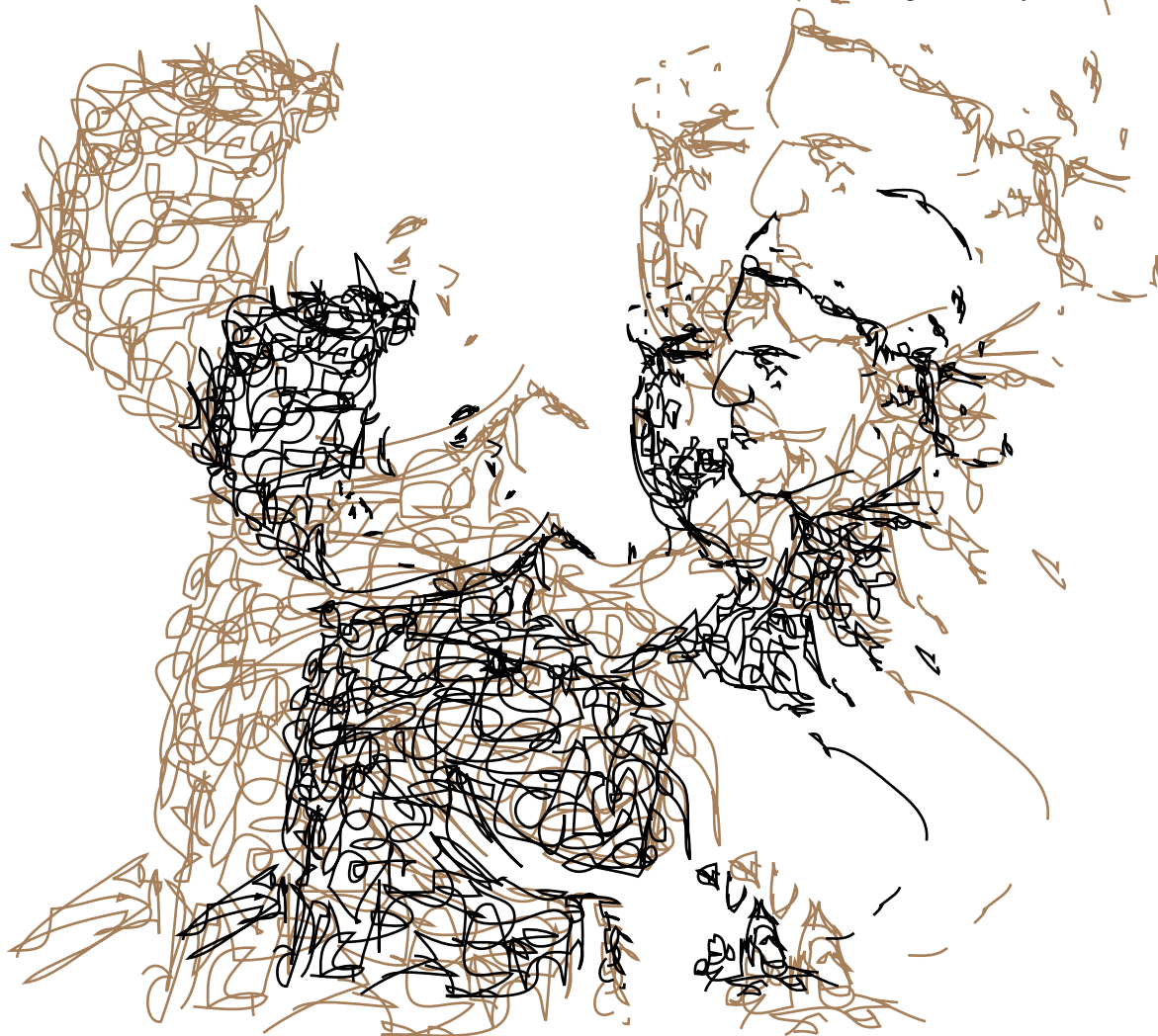
Despite the successes of the MGPTF over the past decade, serious challenges persist in 2005 and beyond:

Increasing Incidents of Higher-Intensity Violence Among Gang-Involved Youth
According to a recent crime analysis report from the San José Police Department, there were an average of 58 incidents of gang-related violence in the city from November 2003 through September 2004. Approximately 12% of these cases involved the use of a dangerous weapon. More important, the incidents of violence appear to be escalating in intensity; the community is aware of this, and has voiced its concerns to the police and the city. Also alarming is that police are finding a greater number of 14-16 year old youth carrying weapons.

Increasing Number of Self-Identified Gang-Involved Youth
In recent months the California Department of Corrections released an increased number of paroled gang members. They have begun recruiting youth to help "reclaim" certain territories. Increased suppression efforts by local law enforcement have created more arrests of youth who claim some gang affiliation. The number of self-declared, gang-involved youth in juvenile probation increased 35% from 2002 to 2003, and has increased 88% since 2000.[5]

Declining Resources
The need to better coordinate community resources and stakeholders is both an efficient and necessary strategy. Although funding from city resources continues to decrease as budget challenges mount, the City of San José's commitment to keeping its communities safe remains steadfast. Leveraging other community resources, as well as rallying behind a coordinated plan that convenes stakeholders with assets and experience, is a sound and proven public policy approach that best positions the City of San José and its MGPTF community stakeholders to pursue funding in support of its efforts.

Challenges Facing Youth in the Ranches
Recent developmental asset data from Project Cornerstone[6] reveals that juvenile hall youth in Santa Clara County possess fewer developmental assets in the areas of restraint, planning and decision-making, resistance skills, and peaceful conflict resolution in comparison to all youth across the County. Additionally, we know that youth in the juvenile justice system experience significantly lower levels of adult role models and positive peer influences. The implication is that service providers and community stakeholders, irrespective of their particular expertise in working with the most high-risk, gang-involved, or disconnected youth, can make a difference by ensuring that they gear their services toward supporting and directing youth in forming and cultivating positive relationships with adult role models. In addition, youth must be empowered to share in decision-making processes in their communities, which in turn fosters a greater sense of responsibility and accountability to themselves and others.

Socializing Youth

Youth need to feel as though they "belong" - to their families, their friends, their church, their community, their school, or some other group. Strong bonds and relationships are critically important to normal, healthy youth development. The B.E.S.T. Evaluators note that:

> "People are social beings" who "require love, companionship and agreeable engagements with others…to flourish. The absence of family, friendship or other caring cooperative social relationships at any stage of life, but particularly when people are least able to care for themselves, can have a serious impact on personal well being."[7]

The San José B.E.S.T. Evaluators also remind us:

Socializing Youth -The presence of a caring and supportive adult is one way to help socialize youth. Youth without the presence of caring and supportive adults in their lives may be attracted and "pulled" over to the anti-social mindset and lifestyle. After all, the anti-social lifestyle also offers youth a way to gain and keep respect, sense of family and connectedness, sense of accomplishment and upward mobility, sense of safety, money, way to be engaged, rite of passage, and sense of structure and direction.

Who is Pulling for the Pro-Social Side? The pressure to surround youth with pro-social influences may be greater now than ever. Policy makers and other community leaders need to determine what resources are available to counter the anti-social influences of gangs, certain parolees, and other anti-social adults. Experts on gangs and law enforcement officials agree that anti-social influences, such as gangs, have a well-organized team with a thoughtful game plan. The pro-social team needs to ensure that it too is organized and working together. Does the community know who should be pulling for the pro-social team and in what order? Does the community know if there are enough people pulling for the pro-social side?[8]

Anti-Social Pull	Pro-Social Pull

Characterized By:	Characterized By:
Anti-social peers	Meaningful and high level of participation in home, school, and community
Beliefs, values, and attitudes favorable to crime	High expectations at home, school, and community
Substance abuse	Caring and supportive adults at home, school, and community
Condones violence as way to solve conflicts	Beliefs, values, and attitudes unfavorable to crime
Poor self-management skills	High level of structure
Poor attitudes toward work and/or school	Skills and assets such as problem solving, decision-making, hope for future
Poor parental supervision; monitoring, or contingencies	
Other family problems, including child abuse	
Anger/hostility	

Anti-Social Pull
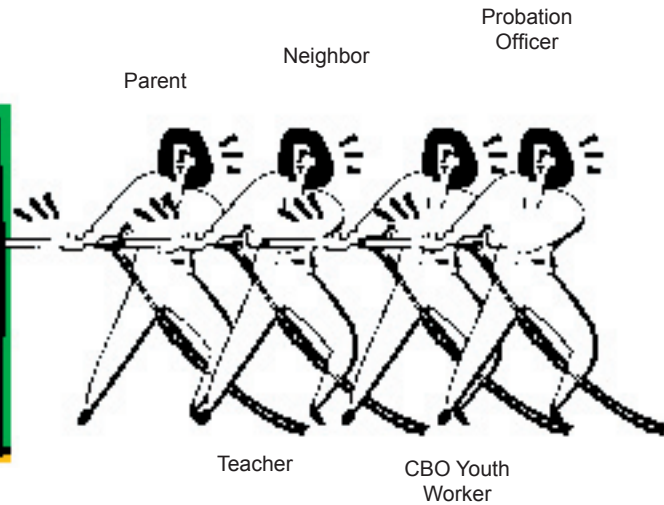
Pro-Social Pull

Probation
Officer

Neighbor

Parent

Teacher

CBO Youth
Worker

Adults on Probation
Gang Members
Anti-Social Peers
Drug-Using Peers
Parents Who Use Drugs
Parents Who Break the Law

Parents
Teachers
Pro-Social Peers
Neighbors
CBO Youth Workers
Parks and Recreation Workers
Police and Probation Officers
Church and Spiritual Workers
Coaches
Social Workers

New Direction / Next Steps

The MGPTF is committed to keeping San José the "safest big city in America" by instituting a "Safe City Youth Initiative," aimed at preventing and effectively managing and resolving critical incidents of youth violence, crime, and criminal activity.

The scope of the MGPTF has broadened and evolved over time. Due to budget constraints and the increasing level of intensity of youth violence, the City of San José has adopted a new intervention-based service strategy. This strategy broadens the capacity of and establishes common language for service providers. The MGPTF will link this intervention-based strategy with other initiatives in Santa Clara County, the State of California, and the United States which support improving lives of disconnected youth. Leveraging and connecting internal resources, utilizing latest research, and integrating with other youth initiatives enables the MGPTF collaborative to benefit from fresh perspectives and best practices operating both inside and outside the City of San José. This overall strategy challenges stakeholders on an ongoing basis to critically assess and evaluate their provision of services to ensure they are:

- Culturally and ethnically relevant, as well as age appropriate
- Actively engaging families in the lives of their youth
- Responding to the evolving needs of the community
- Developing and nurturing youths' strengths and assets
- Reconnecting youth who are disconnected from families, schools, and their communities
- Maximizing precious limited resources
- Achieving desired outcomes
- Reflecting sound public policy and public purposes

Collaboration and Capacity Building
During their visit to San José in November 2004, Andy Moore and Jack Calhoun of the National League of Cities commented on San José's grass-roots effort to address issues of safety and gangs. They noted the

"…constant re-engagement effort of partners and community involving new issues. The involvement of CBOs since the inception of the MGPTF in San José is part of a recipe for success, which includes folks from the ground level to policy level."[9]

Clearly, experts in the field of disconnected youth recognize the value San José places on a bottom-up, horizontal model of ensuring youth health and safety. The MGPTF will build on these successes by implementing a technical assistance protocol. This protocol will serve a few purposes, most notable being that service providers who receive City of San José funding will inform one another about the types of services they provide, so that they all become familiar with each other, form close bonds, and establish solid one-on-one agency contacts. There will also be sessions in which all MGPTF City-funded and non-City-funded organizations come together and begin establishing common, shared language they will use to communicate with one another. The goals of this protocol are to grow the overall capacity of the MGPTF to perform its work and develop greater community among all partners and stakeholders.

Asset-Based Service Delivery – "Speaking the Same Language"
The MGPTF will work with Project Cornerstone to incorporate the Search Institute 41 Developmental Assets model of youth development into the work of its City-funded service providers. According to Project Cornerstone's Asset Charts[10], there is a direct correlation between increasing the number of assets that youth possess and decreasing the incidence of high-risk behaviors, such as drug and alcohol abuse and acts of violence. Stakeholders are united behind the notion that it is not enough to just prevent youth from joining gangs and getting involved in violence and/or gang-involved activities. Families and communities must also make other opportunities available to youth, and provide them with the care, support, and encouragement necessary to enable youth to pursue those alternatives. New research by Child Trends alludes to the significance of youth having caring and supportive families, suggesting, "Good relations between parents and adolescents lessen the likelihood that teens will exhibit problem behaviors."[11] Research also indicates that youth without supportive parents can receive care, love, and support from other adults found in extended families, community, and in schools. This research on "resiliency" also identifies the importance of high expectations by youth, and adults working with them, to become good at something. Another factor in resiliency research is that youths need to have meaningful participation in home, school, and the community. When youth have these three factors in their lives (Caring Adults, High Expectations, and Meaningful Participation), they have a very good chance of finding success as they transition into adulthood.

Focus on Intervention Services
In fiscal year 2002-2003, the City of San José PRNS department allocated 39% of the city's B.E.S.T. funds to intervention services, and reported that 6% of youth clients were gang members. In fiscal year 2003-2004, the City's PRNS department allocated 54% of B.E.S.T. funds to intervention services, and reported that 8% of youth clients were gang members. In fiscal year 2004-2005, the City's PRNS department is allocating nearly 70% of the $2,290,000 B.E.S.T.-granted funds to intervention services. The City of San José requested this B.E.S.T. funding allocation plan to better reflect the priorities outlined in the Needs Assessment by both the City of San Jose's PRNS department and the MGPTF. For fiscal year 2004-2005, PRNS conducted a Request for Qualifications (RFQ) process, in order to secure the best-qualified service providers, to serve the target population (see *Background*).

Commitment to Keeping San José the "safest big city in America" – A New Organizational & Communications Structure
The newly-designed MGPTF has developed a new organizational structure that emphasizes its intervention and assets-based approach. The MGPTF Policy Team has taken steps to ensure it is now comprised of all the relevant partners (e.g., Mayor's Office, San José Police Department, Schools, Probation, etc.) to facilitate both the implementation of its policy directives and the brokering of resources. The Policy Team, which provides overall policy direction to the MGPTF Technical Team, convened at a retreat in June 2004 to devise its new strategy and set its new policy direction. At that retreat, the Policy Team established five priority areas of emphasis for 2005-2007:

- Well-coordinated "asset-based" service delivery system
- Enhanced crisis response protocol, emphasizing prevention and after-care services
- Capacity-building and fund development strategy
- Public education and awareness campaign
- Formalized partnerships with related local, state, and national initiatives

Similarly, under the leadership of Mayor Ron Gonzales, the MGPTF Technical Team, which is responsible for implementing the policies of the MGPTF Policy Team, has restructured. The Technical Team hosted a retreat in November 2004, convening all the new agencies receiving funding from the San José B.E.S.T. Program for fiscal year 2004-2005, as well as many city, county, law enforcement, faith community, schools, parents, and other community partners. The goal of the retreat was to present a picture of the current gang environment, introduce research and background information on how San José has historically addressed the issue - then brainstorm a new strategy, incorporating the new policy direction provided by the Policy Team. As a result, the Technical Team has reorganized by breaking into four geographical "divisions" – Western, Central, Foothill, and Southern – that are closely aligned with those of the San José Police Department (please see Attachment A). Each division will have a lead, or "precinct captain," and co-lead person, responsible for overseeing the coordination and provision of services to gang-involved and/or disconnected youth and their families, and managing the response to incidents of youth and gang violence throughout neighborhoods, including community centers, in their division. Community Center supervisors will be part of this team and will play key roles in this safety protocol, by ensuring that centers remain a safe place for youth to congregate, play and learn, and by serving as points of contact for neighborhood groups.
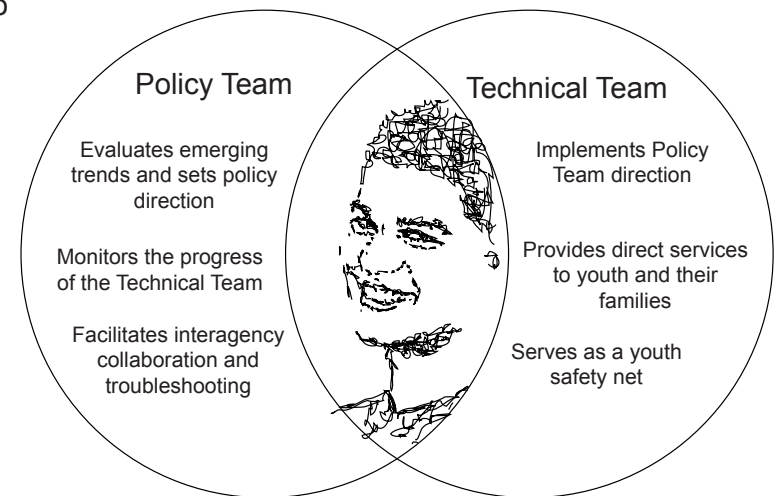
The Technical Team will also implement a communication strategy that ensures:

- Better youth input through the San José Youth Commission, the youth advisory group to the San José City Council and PRNS
- The development and implementation of a Technical Team Youth Group comprised of the youth customers of Technical Team members
- Greater integration of MGPTF objectives with the City of San José – PRNS Hub Model
- Program manager-level staff attend monthly meetings, to facilitate the implementation of Technical Team plans and initiatives

The San José Police Department and the MGPTF continue to support and engage families as they help ensure the health and saftey of their children. The San José Police Department has a Gang Hotline, 408-293-GANG (4264), which community members can call to report gang activities or violent crimes in their neighborhood. The San José Police Department is also creating a Gang Resource Card to distribute primarily to families of gang-involved youth, to provide them ways to access services for them and the youth in their neighborhood.
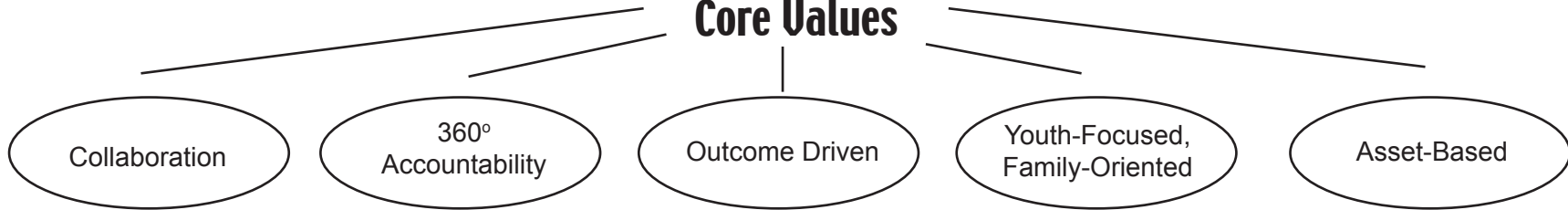
Evaluation
Consultants will evaluate the programs funded by San José B.E.S.T., the funding arm of the MGPTF, using a Performance Logic model. For more information on this evaluation model, please see Attachment B.

Policy Team

Evaluates emerging trends and sets policy direction

Monitors the progress of the Technical Team

Facilitates interagency collaboration and troubleshooting

Technical Team

Implements Policy Team direction

Provides direct services to youth and their families

Serves as a youth safety net

Mayor's Gang Prevention Task Force

Core Values

(Collaboration) (360° Accountability) (Outcome Driven) (Youth-Focused, Family-Oriented) (Asset-Based)
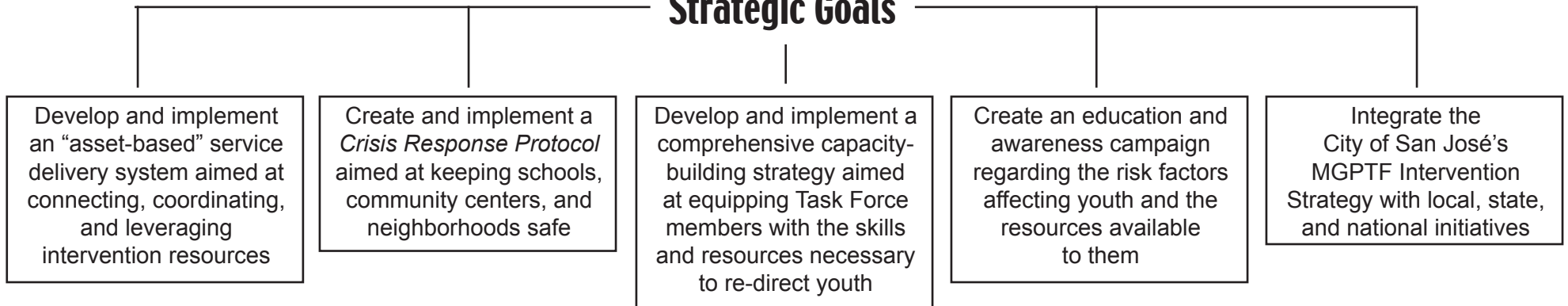
Vision

Safe and healthy youth connected to their families, schools, communities, and their futures
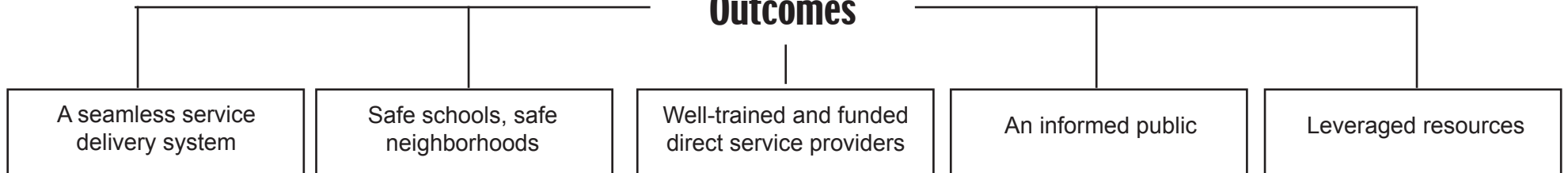
Mission

We exist to ensure safe and healthy opportunities for San Jose's youth, free of gangs and crime, to realize their hopes and dreams, and become successful and productive in their homes, schools, and neighborhoods

Strategic Goals

| Develop and implement an "asset-based" service delivery system aimed at connecting, coordinating, and leveraging intervention resources | Create and implement a *Crisis Response Protocol* aimed at keeping schools, community centers, and neighborhoods safe | Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct youth | Create an education and awareness campaign regarding the risk factors affecting youth and the resources available to them | Integrate the City of San José's MGPTF Intervention Strategy with local, state, and national initiatives |

Outcomes

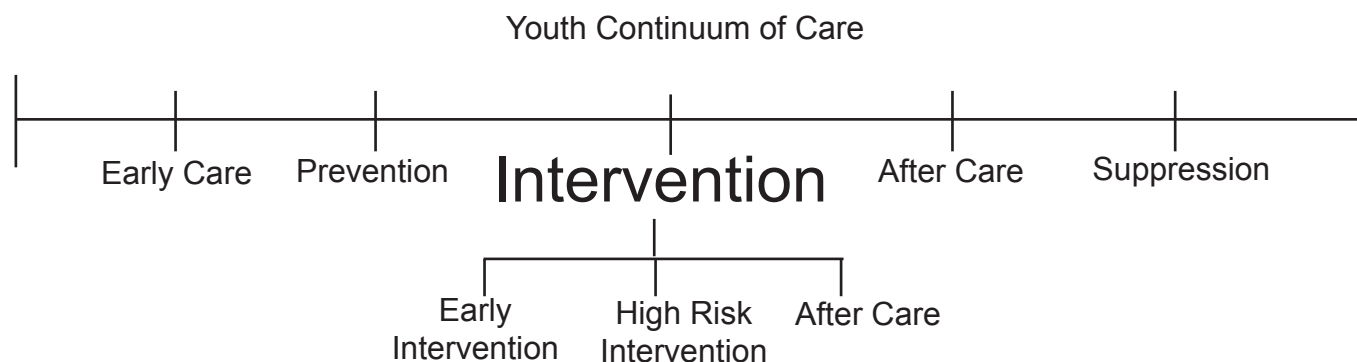| A seamless service delivery system | Safe schools, safe neighborhoods | Well-trained and funded direct service providers | An informed public | Leveraged resources |

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Strategic Goal 1

Develop and implement an "asset-based" service delivery system aimed at connecting, coordinating, and leveraging intervention resources
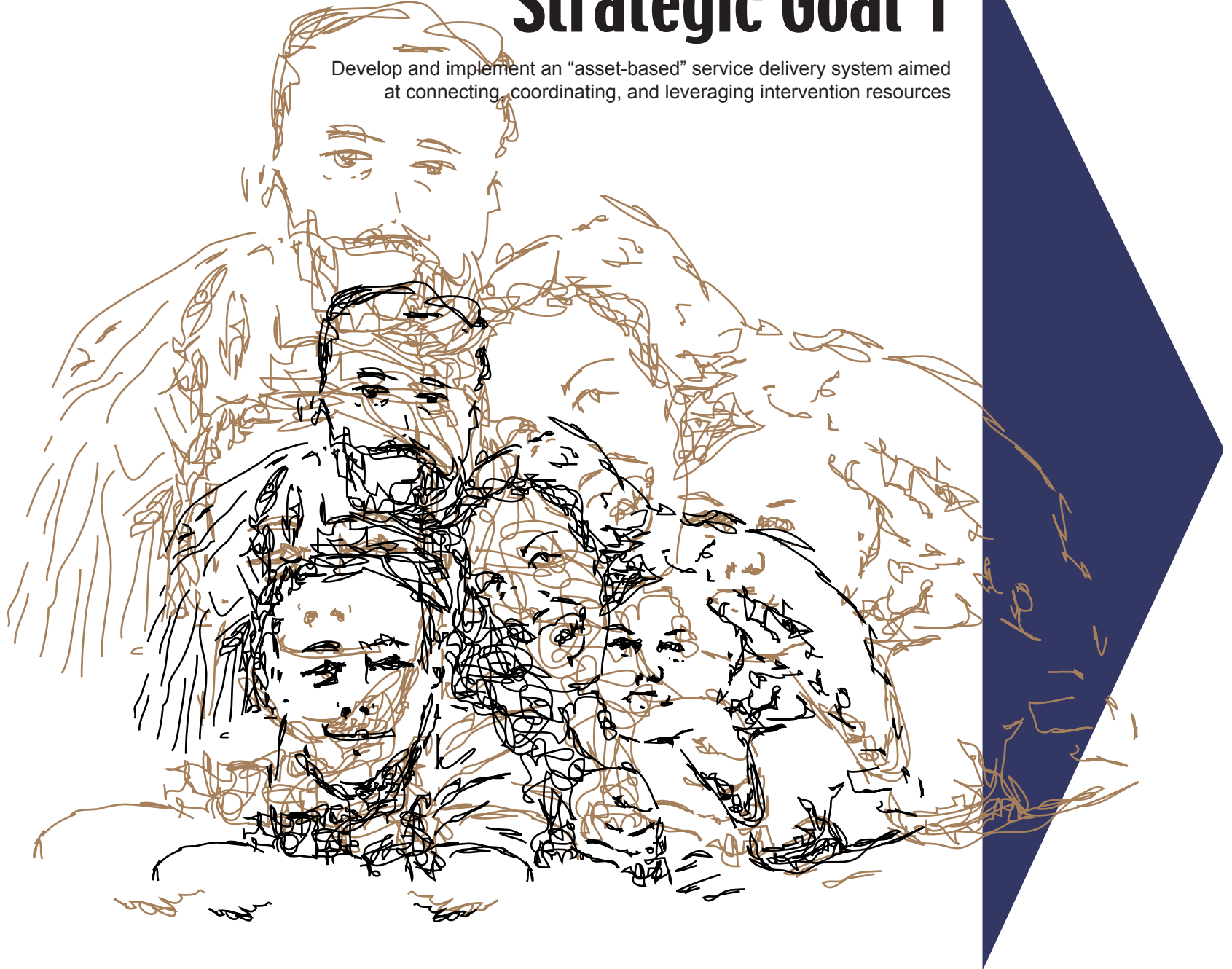
The long-range goal of the MGPTF is to create a "unified" and "seamless" service delivery system that links together all local intervention-based initiatives, thus creating a "Safety Net" effect aimed at preventing any youth from "slipping through the cracks."

Objectives:

1. Facilitate the delivery of the City's Intervention Strategy by creating an organizational and communication structure for the MGPTF that divides the City into 4 regional divisions. Each division will have an assigned Lead Contact who will be responsible for coordinating all intervention-based services within his/her respective region.
2. Develop a Communication Strategy aimed at ensuring smooth and effective communication and coordination between MGPTF Technical Team Members.
   a. Administer, monitor, and enforce Memorandum of Understanding (MOU)
   b. Facilitate "action-oriented and results-based" MGPTF Technical Team meetings
   c. Monitor school and community climates, review crime analysis data, and respond to emerging trends
   d. Utilize technology to streamline communication
3. Understand and integrate Project Cornerstone's 41 Developmental Assets, Cognitive Behavior Theory, Resiliency Theory, and other Personal Development and Transformation strategies into the MGPTF Intervention Strategy.
4. Formalize the involvement of: Youth Commission, Parents, Private Sector, School-Based Multi-Service Teams, Faith-Based Community, Community-Based Organizations, Police Department, and related youth-serving City and County departments into the City's Intervention Strategy.
5. Develop a "user-friendly" information and referral system aimed at connecting youth and their families to the appropriate resources in a timely and results-oriented manner.
6. Link the MGPTF's Intervention Strategy with the City of San José's Youth Services Master Plan, PRNS Hub Strategy, Strong Neighborhoods Initiative, and other local prevention efforts.
7. Track, monitor, evaluate, and report on the accomplishments and effectiveness of programs offered through the MGPTF Technical Team (e.g., SJ B.E.S.T., Safe School Campus Initiative, and intervention programs supported by the City's General Fund).

Youth Continuum of Care

Early Care   Prevention   Intervention   After Care   Suppression

Early Intervention   High Risk Intervention   After Care

Indicators

Effort – What will we do? (Outputs)

1. MGPTF will produce an 80% attendance rate for both City-funded and community-based service providers at Tech Team meetings each year.
2. MGPTF will produce an 80% attendance rate for Policy Team members each year.
3. MGPTF Policy and Technical Team will take action to find solutions to problems presented. These solutions and actions will be tracked to determine progress. The MGPTF will track "wins" where actions resulted in a change for the better in our community.
4. City-funded Service Providers and some of the County of Santa Clara funded providers will track number of customers, type of customer, type of service provided, amount of service provided and cost per hour for services delivered.
5. 100% of community-based City-funded service providers (B.E.S.T.) will be trained in asset-based evaluation design.
6. 80% of B.E.S.T. service providers will connect youth customers
   to at least 2 additional caring and supportive adults.
7. MGPTF will track the amount of funds used in providing prevention, intervention, and suppression services.
8. MGPTF will continue to review percent of B.E.S.T. funds allocated by type of service.
9. MGPTF will continue to review breakdown of B.E.S.T. youth participants by level of gang involvement.

Effect – Are we better off because of our efforts? (Outcomes)

1. B.E.S.T.-funded service providers will produce a 70% customer satisfaction rate for youth and their parents.
2. 80% of youth participants in B.E.S.T.-funded services will report improved ability to connect with caring adults.
3. 80% of MGPTF Tech Team and Policy Team members will report that City-funded services were effective in supporting youth developmental assets.
4. Staff members of B.E.S.T.-funded services will report that the level of participation in their communities increased for 60% of youth.
5. Youth, their parents/guardians, and staff providing service will indicate, via survey reports, that 60% of youth will meet the target changes in youth development assets because of the services they received from MGPTF services.
6. 80% of MGPTF Policy and Technical Team members will report that the MGPTF was effective or very effective.
7. 80% of MGPTF Policy and Technical Team members will report their knowledge of other service providers increased.
8. 70% of MGPTF Policy and Technical Team members will report improved communication with other service providers.

Strategic Goal 2

Create and implement a standard, citywide *Crisis Response Protocol* aimed at keeping schools, community centers, and neighborhoods safe
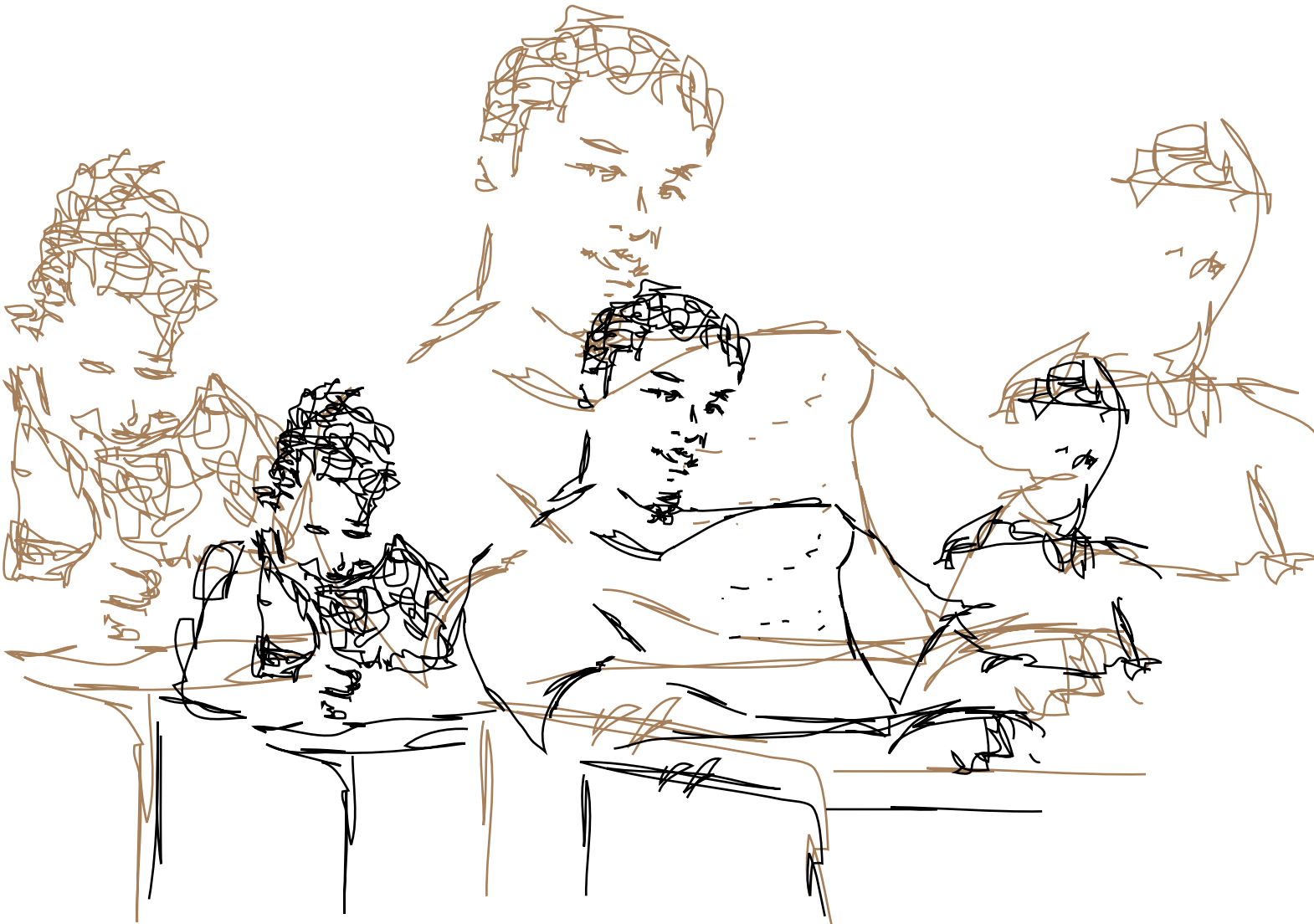
The long-range goal of the MGPTF Technical Team is to standardize and implement a well-coordinated crisis prevention and response protocol aimed at keeping youth safe at schools, community centers, parks, and their neighborhoods. Of primary importance is the establishment of a multi-system protocol that defines clear lines of authority and direct lines of communication among the MGPTF Technical Team, schools, parents, law enforcement, emergency preparedness agencies, community-based organizations, community center staff, and community leaders.

Objectives:

1. Expand existing Safe School Campus Initiative Crisis Response Strategy to include community centers and neighborhoods.
2. Develop and implement a Crisis Response Training module aimed at instructing MGPTF Technical Team members, schools, community center staff, hospitals, and community leaders in the activation and implementation of the crisis response protocol.
3. Maintain open and direct lines of communication between schools, law enforcement, community-based organizations, community center staff and community leaders in an effort to ensure effective implementation of Crisis Response Strategy.

Indicators

Effort – What will we do? (Outputs)

1. MGPTF will develop and implement a Violence Response Protocol for 90% of our schools and 75% of our youth and community centers.
2. Gang-related incidents of violence will be reported at the Technical Team meetings, and the Technical Team will implement action steps to resolve the incidents. Technical Team members will interview and visit all victims of violence in hospitals, homes, or schools to meet their needs, reduce retaliatory incidents, and prevent future incidence of violence. The MGPTF will track these incidents.
3. MGPTF Policy and Technical Team will take action to find solutions to problems presented, and will track the solutions and problems to determine progress. The MGPTF will track "wins" where actions resulted in a change for the better in our community.

Effect – Are we better off because of our efforts? (Outcomes)

1. Participants in Crisis Response and Code Red Trainings will indicate a 70% customer satisfaction rate with the trainings.
2. Over 70% of Crisis Response and Code Red Trainings will indicate that participants have increased their knowledge and skills to keep youth safe.
3. The goal is to have 50 "wins" for the year when the MGPTF takes action to find solutions to problems presented for action at MGPTF meetings.

Strategic Goal 3

Develop and implement a comprehensive capacity-building strategy aimed at equipping Task Force members with the skills and resources necessary to re-direct Youth

The long-range goal of the MGPTF Technical Team is to build and expand the capacity of its members in order to effectively redirect youth away from gangs and connect them to positive alternatives. In addition to increasing capacity at the programming level, special emphasis will be placed on leveraging the collaborative nature of this effort and facilitating the development of a fund development strategy aimed at increasing the financial resources required to fund program enhancements and expansion.

Objectives:

1. Develop and implement a "Gang Intervention Training Institute" aimed at building capacity and equipping MGPTF Technical Team members with the skills required to redirect youth from gangs.
2. Identify "best practices" among MGPTF Technical Team Members and afford them the opportunity to "cross train" with their peers at monthly Technical Team Meetings.
3. Identify "intervention-focused" resources and link MGPTF Technical Team members to them.
4. Create and implement a Fund Development Strategy that will generate $1,000,000 in non-city funding to support the City's Intervention Strategy.

Indicators

Effort – What will we do? (Outputs)

1. 90% of MGPTF members will take part in the Gang Intervention Training Institute.
2. MGPTF will actively work together to raise funds from public and private sources to meet its goals. The MGPTF will track the number of responses to requests for proposals.

Effect – Are we better off because of our efforts? (Outcomes)

1. Participants in Crisis Response and Code Red Trainings will indicate a 70% customer satisfaction rate with the trainings.
2. 70% of B.E.S.T.-funded service providers will build their capacity to work with gang-involved youth by participating in B.E.S.T.-funded services, professional development services, and cross-training opportunities.

Strategic Goal 4

Create an education and awareness campaign regarding the risk factors affecting youth and the resources available to them

The long-range goal of the MGPTF Technical Team is to inform the public about the resources that are available to them. In an effort to ensure widespread dissemination and appeal, all marketing efforts will be culturally relevant and emphasize diversity. In addition, the Technical Team will work with other youth initiatives and create a uniform "anti-violence" message.

Objectives:

1. Develop a multi-media marketing strategy aimed at informing the public of the intervention resources available to them.
2. In coordination with the Youth Commission, create a MGPTF website aimed at providing the public with online access to youth-related information and resources.
3. Develop "youth focused" resource and information kiosks and distribute them throughout the City of San José and County of Santa Clara.
4. Develop and implement parent training workshops with special emphasis on 1) Gang Awareness, 2) Accessing Youth Intervention Resources and 3) Parents as "Youth Advocates."
5. In coordination with the Youth Commission and local youth service providers, develop an anti-violence Public Service Announcement (PSA) campaign.

Indicators

Effort – What will we do? (Outputs)

1. Parent workshops will be operating by Spring 2005.
2. The multi-media strategy, website, and kiosks will be operational by Summer of 2005.

Are we better off because of our efforts? (Outcomes)

1. Participants in parent trainings will indicate a 70% customer satisfaction rate with the trainings.
2. 70% of parents will indicate that they improved their skills and knowledge about youth and gangs due to their participation in the workshop.

Strategic Goal 5

Integrate the City of San José's MGPTF Intervention Strategy with local, state, and national initiatives

The long-range goal of the MGPTF Technical Team is to create a seamless intervention-based service delivery system, one that establishes a single point of contact so that families and providers can easily access services, resources and information. The MGPTF Technical Team will align and coordinate its Intervention Strategic Work Plan with other similar plans and initiatives in order to gain local, state and national support, ensuring that San José youth remain safe and can maximize their fullest potential.

Objectives:

1. Identify local, state, and national initiatives that support intervention-based programs and formalize linkages with them.
   Example: Santa Clara County's Juvenile Detention Reform, United Way's Greater San José Alternative Education Collaborative, Strong Neighborhoods Initiative, School City Collaborative, Workforce Investment Act, the State of California's Office of the Attorney General, Famliy/Domestic Violence Advisory Board, and the National League of Cities Disconnected Youth Initiative.
2. Link and coordinate all City-funded, intervention-focused programs to the MGPTF Technical Team network.
3. Continue to identify and invite local, non San José B.E.S.T.-funded initiatives to serve on the MGPTF Technical Team (e.g., Workforce Investment Act (WIA), Foster Care, etc.)
4. Coordinate with the Department of Corrections and coordinate a regional strategy for the re-entry of formerly incarcerated youth to San José.
5. Participate in the National League of Cities' Municipal Leadership for Disconnected Youth project, assisting in the development of a case study on cross-system collaboration that can be shared nationally.

Indicators

Effort – What will we do? (Outputs)

1. Track the involvement of MGPTF members in each of the local, state, and national initiatives.
2. MGPTF members will refer disconnected youth to the local youth intervention services.

Effect – Are we better off because of our efforts? (Outcomes)

1. The number of youth referred to local intervention services will be shared at each MGPTF meeting.
2. MGPTF members will report on the effect of the Juvenile Detention Reform at MGPTF meetings twice a year.

Results

MGPTF uses population results as an indicator for measuring our communities' general well-being. The MGPTF and its members, along with the efforts of other community partners, influence these population results. The MGPTF and its members do not use population results to evaluate any individual program; they use the results to help focus community resources on improving these conditions for the youth of San José. The MGPTF has used the following population result indicators in previous years:

San José schools will:
1. Continue to improve their Academic Performance Index (API).
2. Continue to reduce their dropout rate.
3. Continue to improve their high school graduation rate.
4. Increase the number of youth enrolled in alternative school.

The City of San José will work with the County of Santa Clara to:
1. Continue to show a decline in the juvenile violent crime rate.
2. Continue to show a decrease in Juvenile Hall admissions.
3. Continue to show a decrease in the number of youth sent to the California Youth Authority.
4. Reduce the number of ranch escapes and failures.
5. Reduce the number of youth self-declaring they are members of a gang.

San José Police Department will work with the MGPTF to develop other population indicators they can use to measure long-term results.

Notes

1   City Crime Rankings, 11th Edition (2003 Data)

2   B.E.S.T. Cycle XIII – FY 2003-2004 Evaluation Report

3   Smith, S. (2003). More than 5.6 million U.S. residents have served or are serving time in state or federal prisons. Retrieved from the Bureau of Justice Statistics website: http://www.ojp.usdoj.gov/bjs/pub/press/piusp01pr.htm

4   In the Crossfire: Arresting Gang Violence by Investing in Kids - A Report from FIGHT CRIME: INVEST IN KIDS (2004)

5   B.E.S.T. Cycle XIII – FY 2003-2004 Evaluation Report

6   Project Cornerstone: "Building Our Community from the Youth Up" – Presentation at the MGPTF Retreat on November 23, 2004

7   Juvenile Justice Action Plan Update – County of Santa Clara (February 2004), by Community Crime Prevention Associates

8   B.E.S.T. Cycle XIII – FY 2003-2004 Evaluation Report

9   MGPTF Policy Team Meeting Report (11.19.04)

10   http://www.projectcornerstone.org/content/charts.pdf

11   Child Trends Research Brief #2004-25 Dec. 2004: http://www.childtrends.org/Files/Parent_TeenRB.pdf

Mayor's Gang Prevention Task Force Technical Team Organization and Communication Structure
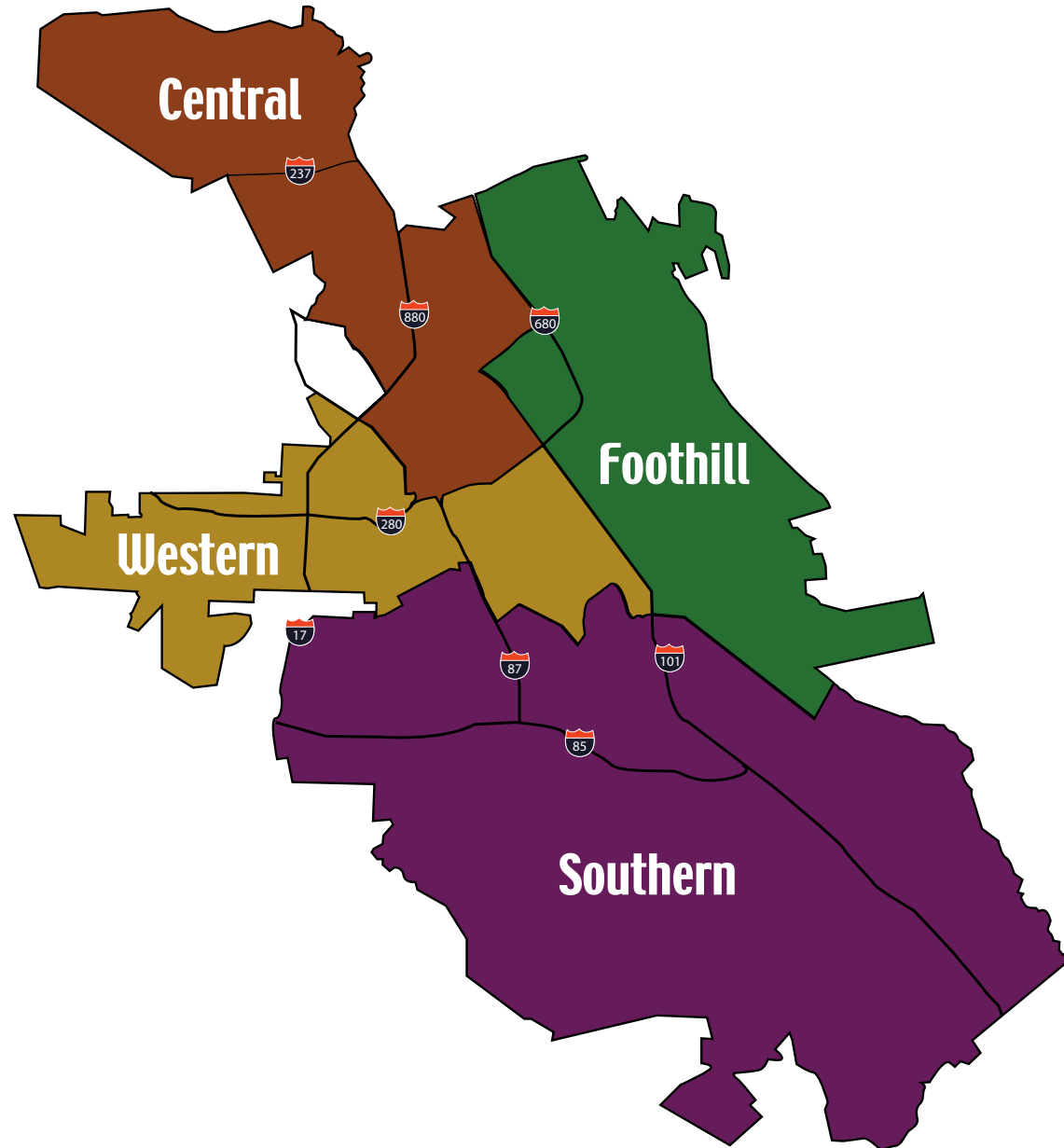
San José B.E.S.T. (Bringing Everyone's Strengths Together) Performance Logic Model Evaluation System

The B.E.S.T. Evaluation System is a synthesis of Mark Friedman's Results and Performance Accountability evaluation technique and the Theory of Change Logic Model evaluation technique. The fusion of the two systems allows for a functional and ongoing evaluation system well-suited for B.E.S.T. Mark Friedman, Director of the Fiscal Policy Studies Institute, points out that: "The Results and Performance Accountability and the Logic Model methods can be seen as complementary, not contradictory, approaches to evaluation."

Results and Performance Accountability
Mark Friedman explains the principles of a Results and Performance Accountability system as a way to hold programs and agencies accountable for performance. Mark Friedman gives the reason for performance accountability:

> *"Why bother with results and performance accountability? Trying hard is not good enough. We need to be able to show results to taxpayers and voters. Avoid the thousand-pages-of-useless-paper versions of performance measurement."*

Theory of Change Logic Model
The B.E.S.T. Evaluation System also incorporates the latest research and recommendations of researchers and evaluators that call for a "Theory of Change Logic Model" approach to evaluation designs (J.P. Connell, A.C. Kubisch, L.B. Schorr, C.H. Weiss). All of the B.E.S.T. Service Providers have incorporated the United Way of America recommended logic model system of evaluation into their own B.E.S.T. evaluations.

Lisbeth Schorr's Theory of Change
A description of this "Theory of Change Logic Model" research is contained in Lisbeth Schorr's recently published research entitled *Common Purpose — Strengthening Families and Neighborhoods to Rebuild America* (Schorr 1997). In her book, Schorr discusses the issues involved in applying experimental research designs to complex, multiple outcome and community-based projects. Schorr points out that because experimental designs can only study variables that are easily quantifiable, complex community-based interventions tend to be ignored or short-changed. Schorr calls for a theory-based logic model outcome evaluation. "By combining outcome measures with an understanding of the process that produced the outcome," states Schorr, "theory-based evaluations can shed light on both the extent of impact and how the change occurred." Lisbeth Schorr documents numerous examples of research and evaluation studies using new evaluation methods that allow social scientists to observe more complex and promising programs. Schorr challenges evaluators to put less emphasis on elegant and precise statistical manipulation and more emphasis on usable knowledge. This usable knowledge will serve as critical information for B.E.S.T. to render thoughtful budget and policy direction, as well as continuous improvement strategies.

The B.E.S.T. Performance Logic Model Evaluation System is an integration of the Logic Model and Mark Friedman's Results and Performance Accountability. The B.E.S.T. Evaluation Team continues to work with B.E.S.T. grantees to design and implement this integrated evaluation system. The components of the B.E.S.T. Evaluation System are:

Performance Measures are divided into three categories in the B.E.S.T. Evaluation System: Effort, Effect, and Results.

Effort
Effort refers to the amount of work the B.E.S.T. service providers performed for their customers.
Inputs are the resources (staff, volunteers, facilities, equipment, curricula, and money) used to carry out the B.E.S.T. programs.
Strategies and Activities refer to how B.E.S.T. grantees actually spent time with their customers and what methods or approaches were used.
The evaluation answers the following questions:
• Who were the staff providing the service?
• Who were our customers?
• What service strategies did we conduct?

Output data answer the questions:
• How much service did we provide?
• How much did the services cost to deliver?

Effect
The Effect of B.E.S.T.-funded services is determined by answering the following two questions:
• Were customers satisfied with our services?
• How productive were we in building new youth developmental assets and new knowledge, skills, and/or change in attitudes
  in our customers? Are our youth and communities better off because of our services?

Results
Population Results are about improvements to the whole population of youth in San Jose. Population results are not about specific programs or B.E.S.T. agencies, but rather, those results that are community-wide. Generally, these are the outcomes that voters and taxpayers can understand. Other service partners, like school districts, community-based organizations, faith-based organizations, businesses, and city and county governments influence these results. These population results are also influenced by social and economic factors. The B.E.S.T. Evaluation System does not try to determine who or what caused these results to improve or get worse. Instead, the system relies on the logic that perhaps positive changes resulted, in part, from B.E.S.T. programs. If there is no positive change then it is logical to ask why we are expending funds for B.E.S.T.. For this year's beta test of the evaluation system, school success and juvenile crime indicators were used for population results.

Indicators are measures that answer the question "How would we recognize these results in measurable terms if we fell over them?"
This year's indicators were as follows:
• Number of San Jose high school graduates;
• Number of San Jose high school graduates eligible for University of California or California State University admissions;
• Number of San Jose school dropouts from the prior year – grades 9th through 12th;
• Number of juvenile felony arrests;
• Number of youth who self-identify as gang members;
• Number of violent juvenile hall referrals and citations;
• Number of youth sent to the California Youth Authority;
• Number of youth incarcerated in Santa Clara County juvenile facilities.

Theory
Theory is the logic or reasoning behind the strategies and activities of the program. Theory also explains how these activities have an impact on the general population results and indicators. The B.E.S.T. Evaluation System relies on the accepted theory of child and youth developmental assets.

Since 1993, the B.E.S.T. Program has pioneered the use of youth developmental assets as a framework for evaluating services.
The B.E.S.T. and MGPTF have also used the theory and research of Ted Gaebler, Mark Moore, David Osborne, and Lisbeth Schorr
to build a theory of change.

CITY OF
SAN JOSE
CAPITAL OF SILICON VALLEY

Parks, Recreation and
Neighborhood Services

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